



2017 ANNUAL REPORT

25
YEARS

SUPPORTING AMERICAN
EXPORTS AND JOBS

MISSION

The U.S. Trade and Development Agency helps companies create U.S. jobs through the export of U.S. goods and services for priority development projects in emerging economies. USTDA links U.S. businesses to export opportunities by funding project preparation and partnership building activities that develop sustainable infrastructure and foster economic growth in partner countries.

TABLE OF CONTENTS

Message from USTDA.1

From Idea to Implementation2

Supporting Quality Infrastructure Abroad, Generating Exports at Home. 4

Energy: Transforming Markets with U.S. Ingenuity 6

Transportation: Connecting Africa Through U.S. Solutions10

Telecommunications: Engaging the World Using U.S. Technologies14

Client Resources17

Summary of FY 2017 Program Activities18

FY 2017 Program Activities Listed by Region.18

Financial Information21

MESSAGE FROM USTDA

In 2017, the U.S. Trade and Development Agency continued its unique approach of promoting American prosperity and advancing U.S. influence abroad by supporting infrastructure development in our partner countries overseas. In this, USTDA's 25th year, we take stock of our role in shifting the foreign assistance paradigm and find there is much to celebrate. Through its innovative program and ability to introduce leaders from emerging markets around the world to the latest and most appropriate U.S. technologies and solutions, USTDA again demonstrated the value it brings to the U.S. business community and the U.S. taxpayer.

The Agency's results are best highlighted by our return to the U.S. economy, which goes to the heart of promoting American prosperity. USTDA achieved its highest return on investment — ever — in 2017, generating \$95 in exports of U.S.-manufactured goods, technologies and services for every \$1 invested in project preparation and partnership building activities around the world.

In a year when President Donald J. Trump focused the national discussion on strengthening the U.S. economy and creating jobs in every corner of the country, USTDA has continued to deliver on these important objectives. Throughout this report, there are success stories of U.S. companies and their employees directly benefitting from USTDA's unique program. You will also read about how the Agency is assisting our partners to make informed investment decisions that facilitate the procurement of quality infrastructure, which is propelling the global economy and advancing U.S. influence abroad.

Moreover, through its Global Procurement Initiative (GPI), USTDA continued fostering more transparent procurement systems in its partner countries. This year, the GPI has begun to pay dividends. Countries that are implementing procurement reforms focused on best-value are achieving better outcomes, which is creating a fair and level playing field for U.S. companies to compete for international tenders. From Panama to Ethiopia to Colombia, the GPI's targeted approach is generating results and our partners, their citizens and American workers are benefitting as a result.

The success of the Agency's unique programs is only possible because of our reliance on American small businesses. Their innovative technologies are helping to solve infrastructure development challenges around the world. For example, in sub-Saharan Africa, every pilot project financed by USTDA directly supported a small business whose innovative technology is demonstrating a new solution to the high-growth African market. To increase awareness of these opportunities for U.S. small businesses, the Agency expanded its *Making Global Local* initiative in 2017 to reach the widest number of American companies possible. Through these partnerships, USTDA is introducing its programs and connecting companies — large and small — to export opportunities around the globe.

One constant over the past 25 years has been the dedication of USTDA staff in executing the Agency's U.S. export and development mission. Their tireless work building relationships to unlock challenging markets for U.S. companies is a testament to their commitment to a strong American economy, to U.S. leadership abroad and advancing the infrastructure development of our emerging market partners as they invest in their economic development.



THOMAS R. HARDY

A handwritten signature in blue ink that reads "Th R. Hardy". The signature is stylized with a large, sweeping "H" and a long, horizontal line extending from the "y".

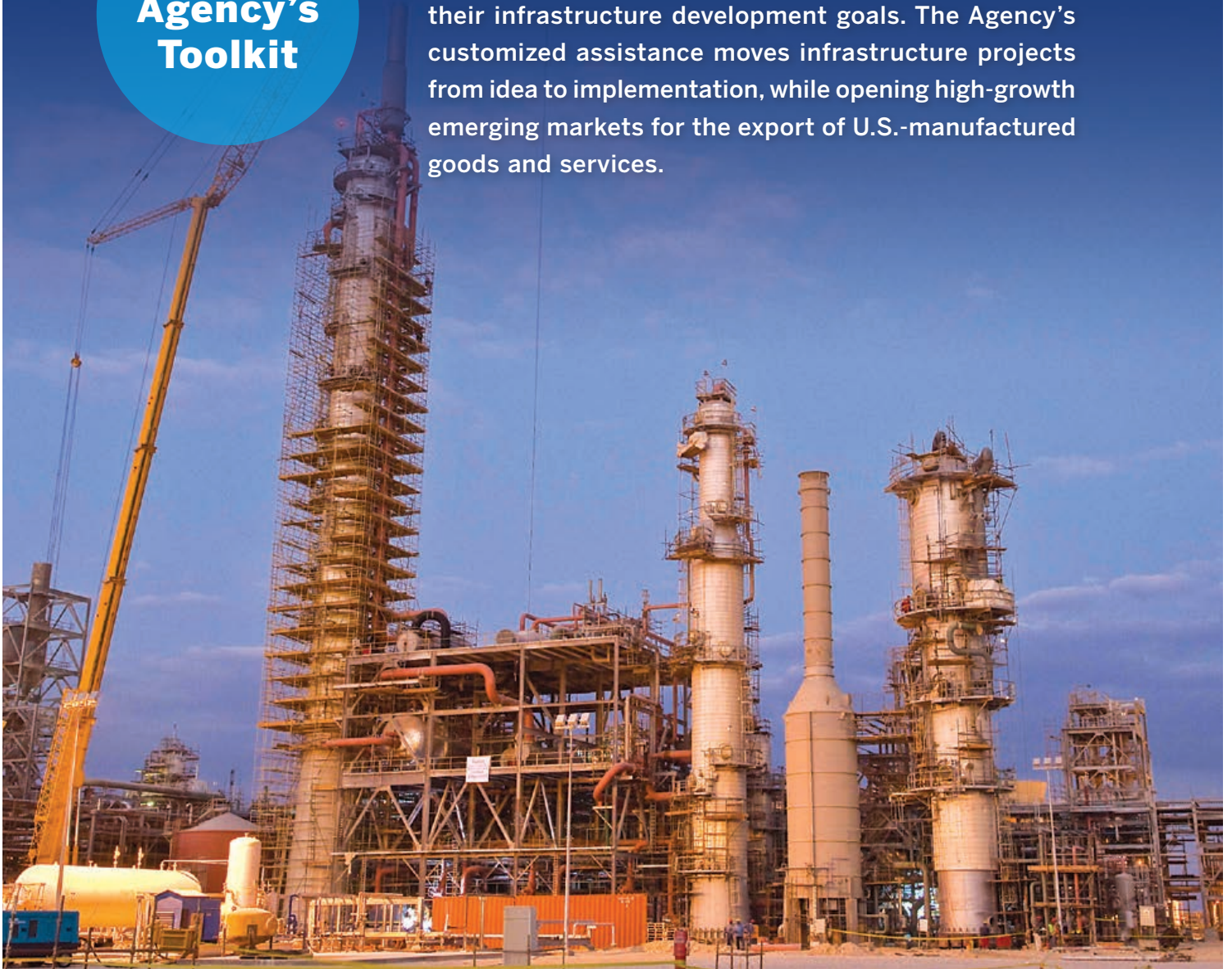
Thomas R. Hardy

Director, Congressional and Public Affairs

FROM IDEA TO IMPLEMENTATION

The Agency's Toolkit

THE U.S. TRADE AND DEVELOPMENT AGENCY deploys a variety of tools that help its overseas clients identify innovative U.S. solutions that can advance their infrastructure development goals. The Agency's customized assistance moves infrastructure projects from idea to implementation, while opening high-growth emerging markets for the export of U.S.-manufactured goods and services.



BUILDING BUSINESS PARTNERSHIPS

Making connections

USTDA's **reverse trade missions** bring overseas decision-makers to the United States to introduce them to the design, manufacture and operation of U.S. goods and services. These delegations travel across the country to identify potential U.S. solutions they can integrate into their major infrastructure investments. This year, the Agency sponsored visits that introduced 265 U.S. companies to overseas stakeholders during events in 47 U.S. cities.

Identifying opportunities

The Agency's **conferences and workshops** convene government and industry leaders to discuss business opportunities in emerging economies, particularly in the energy, transportation and telecommunications sectors. These events help U.S. and overseas stakeholders build commercial partnerships by providing a platform to share knowledge on innovative options for technology and financing.

Producing win-win results

USTDA's **cooperation programs** bring together the public and private sectors from the U.S. and partner countries to promote technical, policy and commercial collaboration. These programs foster personal connections that lay the foundation for future engagement between U.S. industry and rising leaders from the world's fastest-growing markets. By sharing values, demonstrating solutions and achieving goals, these partnerships help U.S. companies expand their business while helping emerging markets strengthen their infrastructure.

USTDA's partnership building tools establish connections between U.S. companies and leading decision makers from high-growth markets.

PREPARING BANKABLE PROJECTS

Getting it right from the start

The Agency's **feasibility studies**, which are performed by U.S. firms, provide comprehensive analysis at the critical early stages when a project's technology options and requirements are defined.

- Technical
- Financial
- Legal
- Environmental
- Life-cycle cost analysis

Filling the gaps

USTDA-funded **technical assistance** offers assessments, recommendations and technical support to meet industry requirements and to seek implementation financing.

- Budgets
- Contracts
- Execution details
- Tender documents
- Technical design packages

Showcasing U.S. capabilities

The Agency frequently **pilots** U.S. equipment or technology in an overseas setting to:

- Highlight the effectiveness of U.S. solutions
- Provide the analysis and empirical data required to move a project forward
- Identify opportunities for scalability and replicability throughout a market

Attracting financing, reaching implementation

USTDA's project preparation assistance helps its overseas partners make the business case to financial institutions to invest in their projects. The Agency's **Implementation Manager** ensures projects reach commercial operation by monitoring their progress and identifying opportunities where USTDA intervention can help overcome obstacles.

SUPPORTING QUALITY INFRASTRUCTURE ABROAD, GENERATING EXPORTS AT HOME

USTDA IS RECOGNIZED for its ability to identify and deploy innovative U.S. solutions that can address global infrastructure development challenges. The Agency's activities leverage U.S. industry expertise to build partnerships with high-growth markets around the world. This win-win approach creates meaningful results for USTDA's partners at home and abroad.



The Agency's success is a result of its evidence-based decision making. USTDA evaluates its program tools on a continual basis to determine its overall effectiveness and responsiveness to U.S. industry goals, U.S. government priorities and emerging market needs. The Agency prioritizes its funding for activities that have significant opportunities for both U.S. exports and developmental impacts. USTDA targets specific emerging markets as well as the energy, transportation and telecommunications sectors.

This year, the Agency identified \$4.6 billion of new U.S. exports generated from USTDA-funded activities. These exports have helped support approximately 26,000 jobs in the United States. The following metrics demonstrate the benefits of USTDA's unique brand of cooperation.

\$4.6B

New U.S.
exports
identified in
FY 2017

26,000

Estimated U.S.
jobs supported by
exports identified
in FY 2017

\$61B

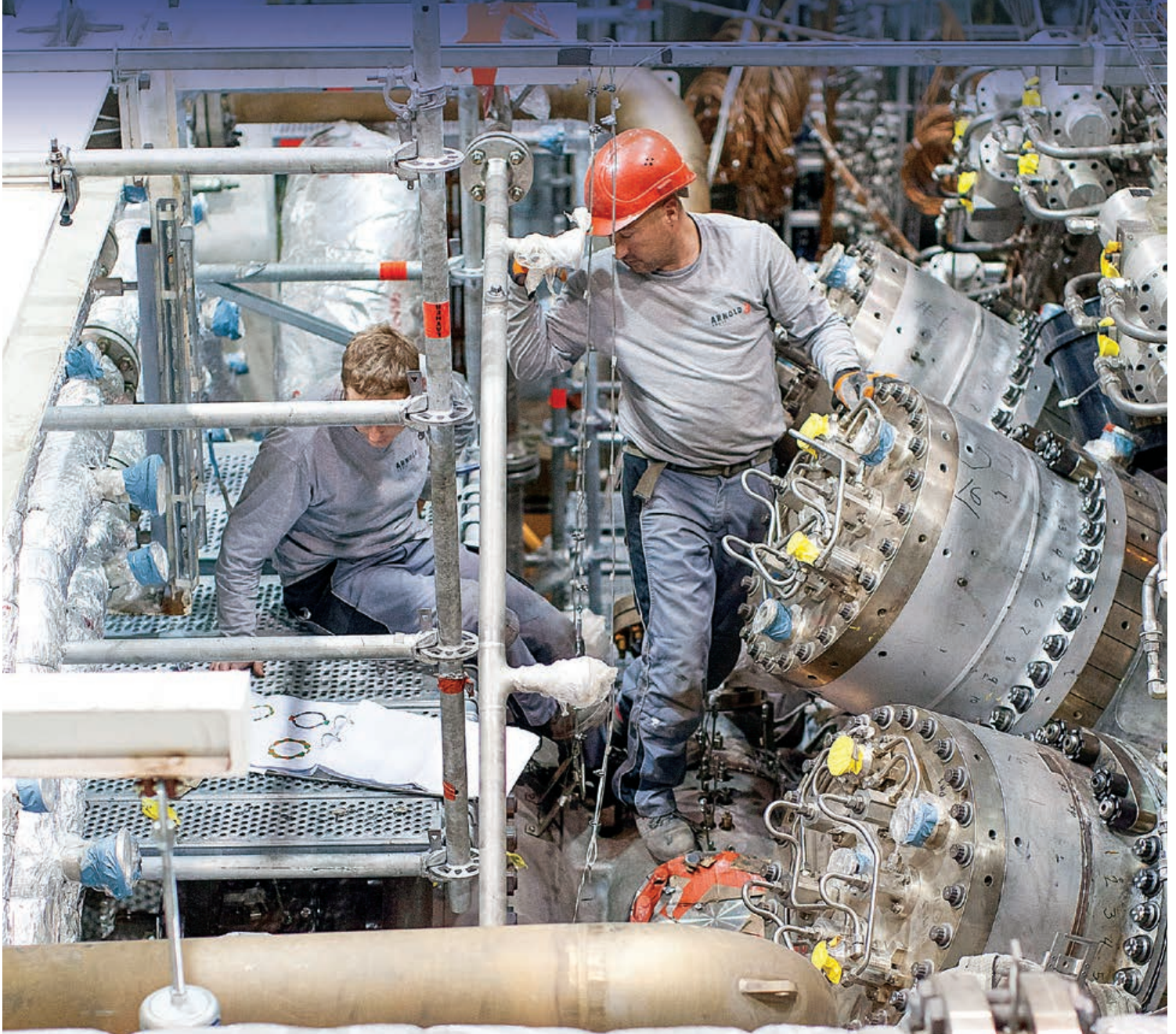
Total U.S. exports
generated
by USTDA's
program

\$95

U.S. exports
generated
for each
\$1 invested

ENERGY

TRANSFORMING MARKETS WITH U.S. INGENUITY



As Algeria's demand for electricity increased with peace and greater prosperity, Sonelgaz, the country's state-owned energy company, began its search for the most appropriate power technology to meet its economic growth demands. Through an international competition held in 2013, General Electric proposed a U.S. energy solution to meet Algeria's goal of supplying 8 million homes with power. The company was up against stiff, government-supported foreign competition, but USTDA saw an opportunity to create a win-win situation for both Sonelgaz and General Electric.

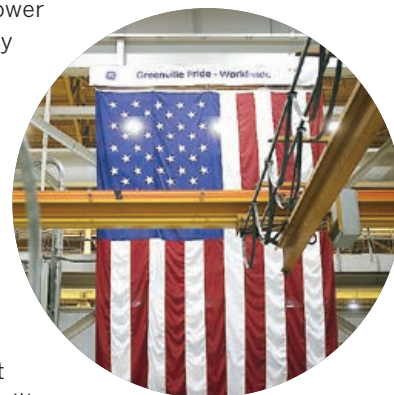
Specifically, USTDA offered to support Sonelgaz's workforce development plans if it selected the American-made technological solution. The strategy worked, contributing to Sonelgaz procuring 34 gas and steam turbines that were manufactured and shipped from Greenville, SC, and Schenectady, NY; supporting thousands of high-paying American jobs across the country.

Simply put, USTDA invested in Algeria's development to support the country's investment in American-made energy solutions. Working with Sonelgaz and General Electric, USTDA developed a four-year training program to help Sonelgaz build the leadership, business, innovation, strategy, and project management skills for its workforce, while enhancing their technical capacity to manage its new investment in American technology. USTDA's training program also helped to further solidify a critical business relationship between these companies that set a foundation for future success.

In 2016, when Algeria's demand again outstripped its supply of power, USTDA offered additional workforce development training if Algeria expanded its commitment to invest in American power solutions. The combination of a trusted business relationship, superior American technology, and a commitment by the United States to foster Algeria's development helped seal the deal for General Electric to

again become Sonelgaz's partner of choice. The companies inked a \$3 billion contract in April 2017 that is enabling Sonelgaz to install American-made gas technology upgrades to modernize its power infrastructure and increase power output. As a result of more efficient operations of the country's power plants, Algeria's investment will ultimately lead to an estimated \$2 billion in savings over the next 20 years.

The impacts of this successful partnership go far beyond increasing access to power. Algesco, the joint venture between General Electric and Sonelgaz, has expanded the hiring of Algerian staff to support the repair of turbines that otherwise would have been shipped to a third market for maintenance. Algesco has also built the capacity of Algerian citizens to be world-class leaders in the energy sector. Ms. Nabila Beladjal, the floor manager at Algesco's facility outside of Algiers, leads a team of highly skilled mechanics, machinists, and welders to ensure American-made quality continues to meet the needs of its customers. This workforce expansion now holds the potential for Algesco to become a regional center for the repair of all General Electric turbines, further opening opportunities for highly-skilled Algerians to play a positive role in the future prosperity of their country and the broader region.



SUPPORTING A GLOBAL ENERGY MIX

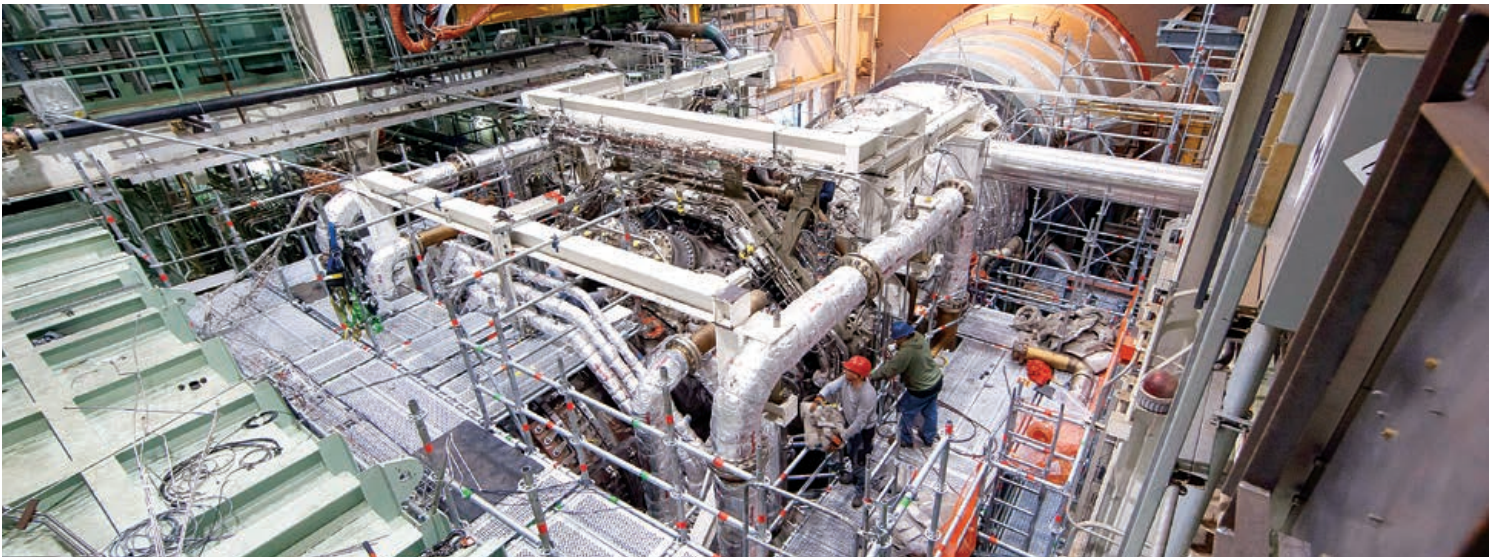
USTDA creates partnerships between American companies and foreign project sponsors, partnerships that support American jobs while increasing the world's access to renewable energy and cleaner, more efficient fossil fuel technologies. Through these efforts, USTDA is fostering the development of a global energy mix by funding diverse projects in areas such as gas-fired power, refinery modernization, smart grid development, solar power, power plant emissions monitoring and control, and energy storage. These projects create opportunities for American workers to supply high-quality services and affix the "Made-in-the-USA" label on cutting-edge equipment that will be exported to every corner of the globe.



USTDA is growing its global energy sector footprint. The re-opening of USTDA activities in the coal sector is enabling the Agency to broaden its support for U.S. energy industry priorities in emerging markets. This support includes funding a series of reverse trade missions that will bring buyers of coal-fired power plant emissions control equipment from countries such as India, Turkey, South Africa, and Indonesia, to the United States.

USTDA is also building on its 25-year history of partnering with the American gas industry to generate gas-related infrastructure exports to emerging markets. Through a wide range of activities — such as executive management training for Algerian gas executives responsible for implementing U.S. technologies, feasibility studies to help develop coal bed methane resources in India, and a 78 megawatt gas-fired power plant in Mozambique — USTDA is committed to using its full range of tools to help the American gas industry compete and win in some of the most challenging and competitive global markets.

As emerging economies look to renewable energy solutions to diversify their sources of power generation, USTDA is working in collaboration with American companies to identify the priority projects that will generate significant American exports and jobs while helping to build our partners' energy infrastructure. In addition to the renewables sector, American companies are industry leaders in smart grid solutions such as smart meters, automated control systems, utility IT systems, smart grid communications and meter data management software. USTDA investments in this sector are helping to position American companies for success in a growing global electricity market with worldwide spending on transmission and distribution infrastructure estimated to reach \$5 trillion through 2030.



SPOTLIGHT

Namibia: Keeping Pace Through Cleaner Coal

As one of the least densely populated countries in the world, Namibia has 2.5 million citizens living in an area nearly twice the size of California. The country's abundant natural mineral resources, political stability, and solid economic governance have contributed to its status as an economic leader in sub-Saharan Africa. However, Namibia faces hurdles to economic growth and job creation due to energy constraints and transportation costs related partly to its expansive geography. To help address these constraints, USTDA has partnered with the Namibian government as it seeks the most cutting-edge, sustainable solutions to its infrastructure challenges.

A number of years ago, Namibia's national power utility, NamPower, was weighing options for the rehabilitation of its Van Eck coal-fired power station. The power plant was built in 1972 and nearing the end of its lifespan. The 120-megawatt power plant was uneconomical, environmentally unsustainable and operating well below capacity, with outdated equipment in need of replacement. However, with electricity demands exceeding domestic generation capacity, and insufficient alternative power generation capacity, decommissioning the plant would have resulted in power outages and lost economic productivity. Although Namibia was importing power from the Southern Africa Power Pool (SAPP), other SAPP members were facing electricity shortages of their own, so imports were not a failsafe solution to the country's power deficit.

Given this challenge, the Namibian government decided to invest in domestic electricity generation capacity, including the rehabilitation and expansion of existing generation facilities. To support Namibia's goal, USTDA funded a feasibility study evaluating the commercial and economic viability of rehabilitating the Van Eck power plant.

The study, performed by Black and Veatch (Overland Park, KS), informed NamPower's decision to invest in modifications that would extend the plant's life by ten years. This included the procurement of technologies sourced from upstate New York and a small manufacturer in the Midwest. Rehabilitation on all four of Van Eck's power generation units continued into 2017, with the goal of increasing the plant's reliability and efficiency to meet its original design output of 120 megawatts.



NamPower self-financed the plant's rehabilitation and secured training for 36 of its employees to ensure it had the human capacity to effectively run the modernized facility. Van Eck now supplies power during peak hours and throughout the dry season, which ensures that Namibia's largest domestic source of electricity, the Ruacana hydroelectric power plant, is able to supply more consistent and predictable power throughout the year.

Van Eck's rehabilitation also resulted in a cleaner coal-fired power plant containing American-made coal feeders that reduce unnecessary emissions, as well as new grates for boiler units that reduce ash emissions. The plant's rehabilitation also allows it to run partially on pelleted brush, harvested from an invasive local plant, which supplements the coal needed for power generation without a reduction in output.

By seeking better energy solutions, NamPower is driving Namibia's economic growth by keeping local schools, factories, hospitals, mines, and farms open for business.

CONNECTING AFRICA THROUGH U.S. SOLUTIONS



Over the past decade, Africa has experienced tremendous growth in its commercial aviation sector, including demand for light aircraft and helicopters from the region's mid-sized aviation companies, flight schools and government entities. Light aircraft and helicopters are routinely utilized across the continent to provide transportation solutions for businesses, tourists, a growing middle class, air ambulance and medical evaluation services, and air support services for wildlife management.

USTDA has capitalized on this growing market trend by supporting a series of reverse trade missions to the United States for public and private sector decision-makers from 32 sub-Saharan African entities in seven key growth markets: Angola, Ethiopia, Kenya, South Africa, Tanzania, Uganda, and Zambia.

The delegates came to the doorsteps of American manufacturers, met their workers, and deepened their appreciation for America's leading aviation technologies. They met with U.S. sources of financing for the technologies they sought to lease or procure, and they learned the latest aircraft safety and maintenance practices.

Given the shortage of pilots on the African continent, the delegates were particularly interested in learning more about American aviation training and workforce development solutions. In response, USTDA arranged a site visit to FlightSafety Academy in Vero Beach, FL, which provided flight training and simulation

demonstrations. Impressed by the world-class training they experienced, the delegates encouraged local pilots back home to consider American-based flight training. Ultimately, the visit resulted in new business for FlightSafety Academy, which trained African pilots to become licensed Federal Aviation Administration commercial pilots.

As a result of these visits, American companies have continued to export products and services in 2017, generating in total over \$37 million in helicopters, light aircraft, replacement parts and pilot training from at least five states: California, Florida, Kansas, Michigan and Texas. These reverse trade missions exemplify USTDA's win-win model, where American exporters gain access to new project opportunities, and our overseas partners gain access to high quality, reliable, and cost-effective American-made solutions.



TURNING TO AMERICA'S HEARTLAND FOR EMERGING MARKET TRANSPORTATION SOLUTIONS

USTDA works with American companies across the United States to help create partnerships with overseas project sponsors and increase access to transportation infrastructure opportunities in the world's leading emerging economies.

America's industrial heartland plays a particularly important role in USTDA's mission, as they supply innovative transportation technologies, manufactured goods, and services that are in demand across the world.

For this reason, states like Illinois, Indiana, Kansas, Ohio and Pennsylvania are routine stops for USTDA-funded reverse trade missions. On these visits, delegates witness the design, manufacture, and operation of U.S.-made equipment, in alignment with their goals and upcoming procurements in areas such as flight safety, airspace and airport capacity, freight rail modernization, transportation security, port logistics and intelligent urban transportation.

This year, USTDA launched the Global Freight Rail Initiative to bolster the competitiveness of American exporters in the industrial heartland and across the United States who are vying to supply U.S.-manufactured rail equipment and services to high-growth emerging markets. The Rail Initiative comes in response to demand from partner countries making substantial investments in their rail sectors with the goal of improving the capacity, quality, safety and efficiency of their rail systems.

The Rail Initiative is building on USTDA's proven history of generating exports of U.S.-manufactured rail equipment. Under the Initiative, USTDA is utilizing the full breadth of its proven toolkit to support American rail industry jobs, including early-stage project preparation assistance that informs how emerging market rail projects will ultimately be designed, financed and implemented. The first activity under the Rail Initiative was the China Freight Rail Operations Reverse Trade Mission that included visits to Indiana and Illinois, showcasing the technological edge and Made-in-the-USA quality and reliability that American rail companies offer.



SPOTLIGHT

Leveling the Playing Field Through Best Value

Emerging economies offer significant export opportunities for American companies, and government entities in these markets often represent the single largest purchaser of infrastructure-related goods and services. While American companies offer these markets high-quality world-leading infrastructure solutions, they are at a disadvantage when international tenders are awarded based on lowest cost. At the same time, many of USTDA's partner countries have grown dissatisfied with this procurement approach because they want the best value for their money — especially when investing in infrastructure.

These realities led USTDA to launch the *Global Procurement Initiative: Understanding Best Value (GPI)*. The GPI provides training for procurement officials on achieving the best value for money and on life cycle cost analysis, led by professors from the George Washington University's Government Procurement Law Program. Already, these trainings have led partner countries to make changes to their procurement policies, moving away from least cost procurement practices.

One example of how the GPI enhances transparency and high-quality procurement can be seen through the experience of Panama's Ministry of Public Works. In 2016, the Ministry released a tender for prefabricated modular bridges, which was of particular interest to Acrow Bridge, a small U.S. manufacturer that employs under 200 workers in Pennsylvania and New Jersey. The company, however, was concerned that the tender did not meet international standards and might create an unlevel playing field for American companies to compete. So, the company reached out to the U.S. Embassy in Panama to see what the U.S. government could do to help. Fortunately, USTDA's GPI program would bring the solution.

When Panama became an official GPI partner later that year, USTDA provided in-country procurement training that contributed to the Ministry's reconsideration — and withdrawal — of its tender in January 2017. Soon thereafter, 15 Panamanian government officials, including representatives from the Ministry, participated in a GPI procurement study tour and training session in the United States to learn best practices on value-based procurement.



Over the following months, the U.S. Embassy worked with the Panamanian government and continued messaging the U.S. government's support for high-quality tender specifications and a fair-and-level playing field for international competitive bids.

As a result of the groundwork laid by the GPI and with the U.S. Embassy's engagement, the Panamanian government developed a high-quality tender that allowed companies to take a value-based approach in their bids. Acrow Bridge submitted a proposal and was competitively selected to supply 61 bridges. This news was well received in Milton, Pennsylvania, where Acrow Bridge manufactures prefabricated modular bridges using steel sourced from surrounding states and galvanized in Delaware and New Jersey.

The GPI aims to achieve results like these with all its partner countries. By providing procurement officials with training on best value procurement practices, the GPI is achieving win-win results by enabling partner countries to achieve better outcomes from their investments, saving funds in the long term, while also leveling the playing field for American companies to compete for international tenders.

ENGAGING THE WORLD USING U.S. TECHNOLOGIES

Today, Azerbaijan is on the verge of launching its second communications satellite that will expand telecommunications services throughout Central Asia, Eastern Europe, Middle East, and the Sub-Saharan Africa regions for the next 15 years.

Launching its first satellite in 2009, Azerbaijan's Ministry of Communications and Information Technology realized demand would quickly outstrip capacity, having reached 80% capacity in only two years. Recognizing the increasing need for broadband services to drive economic growth, the Ministry began assessing options to invest in a second satellite, Azerspace-2, with an even higher bandwidth. Before moving forward with this ambitious and capital-intensive project, Azerbaijan sought an independent technical and financial validation of its proposed investment.



To best position U.S. companies that are global leaders in the satellite technology space to play a key role in the project, USTDA partnered with the state-owned satellite communications company, Azercosmos, to fund a feasibility study for the Azerspace-2 project. The study provided a comprehensive analysis that informed Azercosmos's decision on how to move forward with developing the new satellite. Today, Azercosmos has signed a contract with California-based Space Systems/Loral (SSL) to develop and construct the new satellite. Azercosmos has also partnered with

Washington, D.C.-based satellite services provider, Intelsat, to jointly operate the satellite. These partnerships with SSL and Intelsat are instrumental in achieving the project's goals.

"Our partnership with Intelsat will further strengthen both of our positions in the region and provide the necessary capacity to efficiently expand our services geographically," said Rashad Nabiyeu, Chairman and Chief Executive Officer of Azercosmos. Referring to Azercosmos's partnership with Intelsat and SSL, Nabiyeu added, "We are pleased to collaborate with two world leaders in the satellite industry."

As the project continues to move forward, USTDA's project preparation support continues to demonstrate its value for Azerbaijan. Through the feasibility study, Azercosmos gained a roadmap for future spending decisions enabling the expansion of telecommunications services. Azercosmos is now also implementing a ground control system, per the study's recommendation. Through this unique partnership between USTDA, Azerbaijan and the U.S. private sector, the region is on the verge of gaining a new source of telecommunications services, further driving connectivity and economic growth in a number of countries throughout the region.

BROADENING CONNECTIVITY, SHRINKING THE WORLD

Over the past two decades, investments in telecommunications infrastructure and ICT applications have made a tremendous impact on economic growth, raising global GDP by 3% per year. By supporting 16 projects in 2017, USTDA is creating market access for American companies looking to provide telecommunications equipment, products and services to emerging markets. These projects focused on cybersecurity and data management, internet access and smart cities deployment.

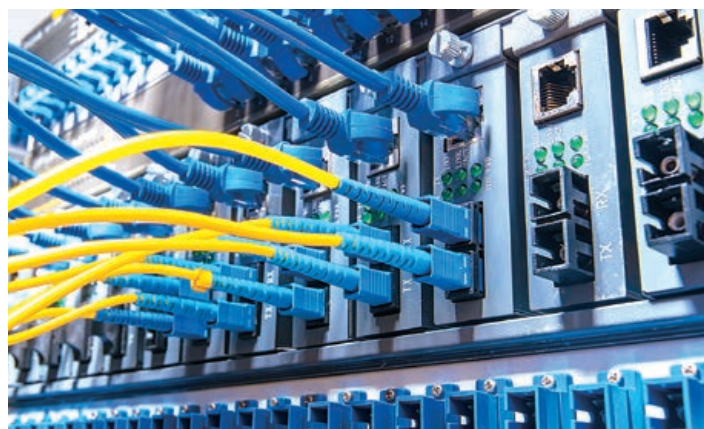
As global data storage demand continues to rise, so does demand for on-premises data centers, secure cloud computing and infrastructure-related cybersecurity solutions. USTDA is helping to meet this demand by connecting overseas project sponsors with cutting-edge American technological solutions. For example, the Agency recently hosted a reverse trade mission supporting the expansion of Nigeria's broadband and fiber optic infrastructure. As Nigeria is planning to make substantial investments in the expansion and modernization of its telecommunications infrastructure, USTDA designed an itinerary to connect decision-makers with innovative U.S. companies such as Cisco, Google, Facebook, Calix and TierPoint, among others. Through the visit, these U.S. businesses learned about upcoming project opportunities in Nigeria and had the opportunity to form new business partnerships.

Effectively utilizing data stored around the world requires increasing access to ICT services, where demand remains strong for implementing basic infrastructure, such as satellites, fiber optic infrastructure, and Wi-Fi networks. USTDA is connecting American technological solutions to the needs of overseas partners in each of these areas. For example, USTDA supported technical assistance enabling the build-out of a broadband network in Bahia, Brazil. As Brazil aims to connect millions of its citizens to the internet, through USTDA's support, American solutions can help the

country create a modern, sustainable network that will boost local economic growth, while generating new U.S. exports.

This investment in ICT infrastructure is driving the demand for better integration of diverse services. As countries increasingly invest in integration, USTDA is partnering with emerging market municipalities on building and modernizing infrastructure that enhances the efficiency of public services and improves the quality of life for citizens. Over the last ten years, USTDA has supported over 170 smart infrastructure projects in areas such as telecommunications, e-citizen services, transportation, health, and smart utilities (energy, water, waste). These projects have led to \$635 million in U.S. exports.

Building on this success, USTDA is currently working with the City of Cape Town on making informed investment decisions across several key smart city areas, such as intelligent transportation systems, and safety and security. These investments will create even more opportunities for American companies, which are globally competitive in the supply of equipment and systems that will help Cape Town to become the most digitally connected and integrated smart city on the continent.



SPOTLIGHT

Making Global Local: Connecting American Innovation to the World

The success of USTDA's program is due to the strength of the U.S. business community and its hunger to find new customers for their innovative products and solutions in markets around the world. Critical to this success is USTDA's network of multiplier organizations around the country that highlight the Agency's unique programs as an avenue to open markets and expand business opportunities for American companies.

The Agency connects its overseas partners to U.S. companies of all sizes through its *Making Global Local* initiative, which has grown into the largest domestic outreach campaign in its history. By establishing partnerships with over 80 private and public-sector organizations in 32 states and the District of Columbia, USTDA is connecting U.S. businesses with its export promotion programs that are supporting the creation of higher-paying American jobs in communities across the country.

Through its *Making Global Local* initiative, the Agency has broadened its reach to small companies across the country. Small businesses have always been the lifeblood of USTDA's success and this year was no different. Over 50 percent of the total value of prime contracts awarded by USTDA went to small businesses, well in excess of the U.S. Government target of only 23 percent. Beyond small businesses working directly USTDA, the overall success of the program is dependent on small businesses seizing opportunities to find new markets.

For example, one of the U.S. firms USTDA is helping expand its business across Africa is Renewvia Inc., a small micro-grid company based in Atlanta, GA. Utilizing the full suite of USTDA's tools, Renewvia participated in an East Africa renewable energy reverse trade mission while also undertaking pilot projects of their technology to help further introduce their solution to the African market. Since engaging the Agency, Renewvia has opened offices in Lagos and Nairobi, increased its US-based workforce by 13 percent, and is now exploring mini-grid projects across sub-Saharan Africa.



CLIENT RESOURCES

Website — www.ustda.gov

USTDA's website provides comprehensive information on its program, current business opportunities, upcoming events, completed activities, Agency news, and recent publications.

Requests for Proposals (RFP)

USTDA posts RFP announcements about current business opportunities with the Agency and its overseas grant recipients on the Federal Business Opportunities (FBO) website at www.fbo.gov. Links to the FBO postings are available on USTDA's website at www.ustda.gov. RFP packages may be requested electronically via USTDA's website.

Contractor Registration

Many USTDA activities are reserved exclusively for small businesses. Small U.S. businesses interested in being considered for contracting opportunities with USTDA should register with the U.S. Government's System for Award Management (SAM) website at www.sam.gov.

Library

USTDA's library maintains final reports of Agency funded activities and can provide electronic copies of those reports upon request by e-mailing library@ustda.gov. Furthermore, USTDA posts new reports directly on its website, www.ustda.gov.

Publications

The Agency distributes a biweekly eNewsletter, *TradePosts*, to provide information about USTDA's activities and events. Visit USTDA's website to sign up to receive *TradePosts*.

Questions about USTDA

General inquiries about USTDA's program can be made by calling (703) 875-4357, e-mailing info@ustda.gov, or completing the Contact Us form on the Agency's website.

Program Staff

To contact USTDA's program staff, send an e-mail to:

- **East Asia:** East_Asia@ustda.gov
- **Latin America and the Caribbean:** LAC@ustda.gov
- **Middle East, North Africa, Europe and Eurasia:** MENA_EE@ustda.gov
- **South and Southeast Asia:** South_Southeast_Asia@ustda.gov
- **Sub-Saharan Africa:** Africa@ustda.gov
- **Office of Global Programs:** Global@ustda.gov
- **Office of Program Monitoring and Evaluations:** Evaluations@ustda.gov

USTDA Executives and Department Heads

To contact a USTDA staff member, please call our main office line at 703-875-4357.

Director	Vacant
Director, Congressional Affairs and Public Relations	Thomas R. Hardy
Deputy Director	Enoh T. Ebong
General Counsel (Acting)	Kendra Link
Chief of Staff	Peter Barrett
Director, Strategic Communications	Allison Getty
Regional Director, East Asia	Carl B. Kress
Regional Director, Latin America and the Caribbean	Nathan Younge
Regional Director, Middle East, North Africa, Europe and Eurasia	Carl B. Kress
Regional Director, South and Southeast Asia	Henry Steingass
Regional Director, Sub-Saharan Africa	Lida M. Fitts
Director, Global Programs	Andrea Lupo
Director, Partnership and Innovation	Paul Marin
Director, Office of Program Monitoring and Evaluations	Diana Harbison
Director of Finance	Kathleen Neumann
Chief, Office of Acquisition Management	Garth Hibbert
Chief Information Officer	Benjamin Bergersen
Administrative Officer	Carolyn Hum

SUMMARY OF FY 2017 PROGRAM ACTIVITIES

USTDA ACTIVITIES

BY VALUE OF OBLIGATIONS

	2015		2016		2017	
DM/Desk Studies	\$1,185,271	2.3%	\$2,310,402	3.9%	\$1,270,843	1.8%
Feasibility Studies	\$20,388,588	39.9%	\$18,163,512	31.0%	\$24,923,389	35.4%
Reverse Trade Mission	\$4,460,140	8.7%	\$7,303,985	12.5%	\$12,408,880	17.6%
Technical Assistance	\$18,853,428	36.9%	\$27,919,976	47.7%	\$27,670,330	39.4%
Trade-Related Training	\$2,814,514	5.5%	\$629,000	1.1%	\$269,000	0.4%
Workshop/Conferences	\$3,354,277	6.5%	\$1,845,616	3.2%	\$3,155,424	4.5%
Other	\$82,049	0.2%	\$344,773	0.6%	\$631,722	0.9%
Total	\$51,138,267	100%	\$58,517,264	100%	\$70,329,588	100%

USTDA ACTIVITIES BY ECONOMIC SECTOR

BY VALUE OF OBLIGATIONS

	2015		2016		2017	
Agribusiness	\$0	0%	\$1,360,131	2.3%	\$1,085,086	1.5%
Clean Energy/Energy Efficiency	\$22,264,703	43.6%	\$30,407,684	52.0%	\$32,523,188	46.3%
Health/HR	\$1,509,458	2.9%	\$777,185	1.3%	\$2,380,347	3.4%
Mining & Natural Resources	\$4,875,764	9.5%	\$756,575	1.3%	\$4,149,407	5.9%
Multi-Sector & Other	\$1,382,486	2.7%	\$3,693,150	6.3%	\$5,019,308	7.1%
Services	\$4,927,660	9.6%	\$6,718,583	11.5%	\$4,697,002	6.7%
Telecommunications	\$2,554,107	5.0%	\$865,518	1.5%	\$6,217,253	8.9%
Transportation	\$11,955,063	23.4%	\$12,862,915	22.0%	\$14,158,039	20.1%
Water & Environment	\$1,669,026	3.3%	\$1,075,523	1.8%	\$99,958	0.1%
Total	\$51,138,267	100%	\$58,517,264	100%	\$70,329,588	100%

FY 2017 PROGRAM ACTIVITIES LISTED BY REGION

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
---------	-------	----------	-----------	------	-------	-----------------

EAST ASIA

China	Cold Chain Standards Development and Implementation	Technical Assistance	World Food Logistics Organization	Alexandria	VA	\$370,409
China	China Food & Drug Administration Executive Leadership Training Programs	Reverse Trade Mission	PHM International	Sebastian	FL	\$1,304,949
China	Clean Energy Exchange Program Phase III	Reverse Trade Mission	Koeppen, Elliott & Associates	Washington	DC	\$950,426
China	U.S.-China Aviation Cooperation Program Phase XIII	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	\$16,100
China	Aviation Project Review	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	\$24,600
China	Advanced Healthcare Monitoring Equipment Training Program	Technical Assistance	Edwards Lifesciences, LLC	Irvine	CA	\$320,410
China	New Technologies for Airports Series	Reverse Trade Mission	Koeppen, Elliott & Associates	Washington	DC	\$775,000
China	Live Power Line Maintenance – Phase II	Reverse Trade Mission	The Webster Group, Inc.	Washington	DC	\$641,956
China	Hazardous Materials	Feasibility Study	TMC Technologies	Fairmont	WV	\$954,392
China	Energy Cooperation Program Workshop Series	Technical Assistance	American Chamber of Commerce in China Fund	Wilmington	DE	\$385,782
China	Civil Aviation Sustainability “Green Routes” Initiative	Technical Assistance	Federal Aviation Administration	Washington	DC	\$171,952
China	Weather Impacts on Airspace Capacity	Technical Assistance	American Chamber of Commerce in China Fund	Wilmington	DE	\$548,200
China	U.S.-China Aviation Cooperation Program	Technical Assistance	American Chamber of Commerce in China Fund	Wilmington	DE	\$582,560
China	Healthcare Executive Leadership Training Programs	Reverse Trade Mission	Meridian International Center	Washington	DC	\$754,988
China	U.S.-China Aviation Cooperation Program	Technical Assistance	Federal Aviation Administration	Washington	DC	\$121,781
China	Live Power Line Maintenance Training	Technical Assistance	Southeast Lineman Training Center, LLC	Trenton	GA	\$850,406
China	Southern China Cold and Food Supply Chain	Reverse Trade Mission	The Webster Group, Inc.	Washington	DC	\$347,177
China	U.S.-China Agriculture and Food Cooperation Program Workshop Series	Technical Assistance	Federal Aviation Administration	Washington	DC	\$351,700
China	U.S. China Aviation Symposium	Technical Symposium	American Association of Airport Executives	Alexandria	VA	\$410,453
China	Fuel Efficiency Technologies for Heavy Duty Vehicles	Reverse Trade Mission	Gas Technology Institute	Des Plaines	IL	\$410,000
China	LNG and Gas Infrastructure	Reverse Trade Mission	Bilateral U.S. Arab Chamber of Commerce	Houston	TX	\$632,418
China	Aviation Desk Study Series	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	\$39,511
China	Shanghai Area Airspace and Ground Optimization	Technical Assistance	American Chamber of Commerce in China Fund	Wilmington	DE	\$1,557,236
China	Shanghai Area Airspace and Ground Optimization	Technical Assistance	Federal Aviation Administration	Washington	DC	\$187,584
China	USTDA Regional Office, Beijing, China	Technical Assistance	U.S. Department of State	Washington	DC	\$150,500
China	USFCS Specialist	Technical Assistance	U.S. Foreign Commercial Service	Washington	DC	\$137,957
China	Civil Aviation Sustainability “Green Routes” Initiative	Technical Assistance	American Chamber of Commerce in China Fund	Wilmington	DE	\$30,850
China	Director of Program Management	Other	Steven Q. Winkates	Hernando	FL	\$255,000
China	Port HAZMAT Tracking & Monitoring Project	Desk Study	Pythia International, Inc.	Halifax	VA	\$12,280

Subtotal for East Asia: \$13,296,577

LATIN AMERICA AND THE CARIBBEAN

Argentina	Energy Sector Project Opportunities	Definitional Mission	K&M Advisors, LLC	Chevy Chase	MD	\$79,940
Argentina	Transportation Sector Project Opportunities	Definitional Mission	KED Group, LLC	West Columbia	SC	\$47,337
Argentina	Railroad Modernization	Reverse Trade Mission	Business Council for International Understanding	New York	NY	\$167,759
Argentina	Telecommunications Sector Project Opportunities	Definitional Mission	Hellerstein & Associates	Washington	DC	\$60,660
Brazil	Bahia Broadband, Data Center and e-Government	Technical Assistance	Selection in Progress			\$898,330
Brazil	U.S.-Brazil Aviation Partnership – Phase III	Technical Symposium	Futron Aviation Corporation	Norfolk	VA	\$752,937
Brazil	Safety Assessment and Improvement Strategy – Congonhas Airport	Technical Assistance	Selection in Progress			\$750,900
Brazil	Concession Plans for Regional Airports – Minas Gerais	Technical Assistance	Selection in Progress			\$481,225

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Brazil	Water Utility Automation and Energy Efficiency Project Opportunities	Definitional Mission	The Innovation Network, LLC	Lexington	MA	\$99,958
Brazil	Pernambuco Data Center and Broadband Network	Technical Assistance	Selection in Progress			\$736,930
Brazil	São Paulo State ICT Modernization Project	Technical Assistance	Selection in Progress			\$762,210
Brazil	Brazil Rail Safety and Efficiency Series	Reverse Trade Mission	Koeppen, Elliott & Associates	Washington	DC	\$469,719
Brazil	USFCS Specialist	Technical Assistance	U.S. Foreign Commercial Service	Washington	DC	\$261,066
Brazil	Brazil Banking Operations Technologies	Reverse Trade Mission	PHM International	Sebastian	FL	\$2,500
Colombia	Port of Cartagena Power Supply Alternatives	Feasibility Study	K&M Advisors, LLC	Chevy Chase	MD	\$394,534
Colombia	Santa Marta Electricity Transmission	Feasibility Study	Selection in Progress			\$779,554
Colombia	Celsia Energy Storage System	Feasibility Study	Selection in Progress			\$676,728
Guatemala	El Ceibillo Geothermal Power	Feasibility Study	POWER Engineers, Inc.	Hailey	ID	\$825,319
Jamaica	PCJ Wind Farm	Feasibility Study	Selection in Progress			\$855,226
Mexico	Railroad Grade Crossing Technologies	Reverse Trade Mission	Meridian International Center	Washington	DC	\$153,742
Mexico	Airport Infrastructure and Operations	Reverse Trade Mission	American Association of Airport Executives	Alexandria	VA	\$217,229
Mexico	Surface Transportation Sector Project Opportunities	Definitional Mission	The Seneca Group, LLC	Washington	DC	\$66,172
Panama	Smart Grid Investment Roadmap	Technical Assistance	Selection in Progress			\$643,458
Regional	Intelligent Transportation System Opportunities	Reverse Trade Mission	Koeppen, Elliott & Associates	Washington	DC	\$591,712
Regional	Energy Efficiency & Power Generation for Ports & Airports Series	Reverse Trade Mission	Trade Center Management Associates, LLC	Washington	DC	\$539,528

Subtotal for Latin America and the Caribbean: \$11,314,673

MIDDLE EAST, NORTH AFRICA, EUROPE AND EURASIA

Algeria	Natural Gas Combined Cycle Power Plant	Training Grant	GE International, Inc.	Cincinnati	OH	\$269,000
Egypt	Oil and Gas	Definitional Mission	Intratech, Inc.	McLean	VA	\$82,965
Egypt	Elsewedy Waste Oil Recycling	Feasibility Study	Selection in Progress			\$762,902
Egypt	Citrus Process and Production Facility	Desk Study	The Peoples Group, Ltd.	Arlington	VA	\$15,800
Kazakhstan	Information Technology Integration and Development	Desk Study	Global Resources, Inc.	Irvine	CA	\$3,100
Regional	Regional Smart Cities	Definitional Mission	Network Dynamics Associates, LLC	San Francisco	CA	\$58,420
Turkey	Civil Aviation	Reverse Trade Mission	American Association of Airport Executives	Alexandria	VA	\$273,751
Turkey	Live Wire Maintenance & Repair	Reverse Trade Mission	The Webster Group, Inc.	Washington	DC	\$319,700
Turkey	Energy Storage Technologies	Desk Study	Constant Group, LLC	Paramus	NJ	\$18,500
Turkey	Gas Transit and Trading Hub	Reverse Trade Mission	Bilateral U.S. Arab Chamber of Commerce	Houston	TX	\$376,695
Turkey	METU Smart Campus Project	Technical Assistance	Selection in Progress			\$830,000
Turkey	17 MW Seyhan Hydrokinetic Power Project	Desk Study	Constant Group, LLC	Paramus	NJ	\$7,500

Subtotal for Middle East, North Africa, Europe and Eurasia \$3,018,333

SOUTH AND SOUTHEAST ASIA

Burma	Energy Transaction Advisory Services	Technical Assistance	The Innovation Network, LLC	Lexington	MA	\$6,750
Burma	Energy Transaction Advisory Services	Technical Assistance	The Innovation Network, LLC	Lexington	MA	\$284,893
India	Discover Global Markets Conference	Other	The Kaizen Company, LLC	Washington	DC	\$3,652
India	U.S.-India Aviation Cooperation Program	Definitional Mission	KED Group, LLC	West Columbia	SC	\$73,900
India	Aviation Safety, Security and Airport Infrastructure	Reverse Trade Mission	Global Marketing & Communications, Inc.	Arlington	MA	\$169,988
India	Clean Energy and Smart Grid Projects	Desk Study	Continuum Associates	Jersey City	NY	\$46,200
India	Traditional Energy and Power Projects	Desk Study	Constant Group, LLC	Paramus	NJ	\$40,911
India	U.S.-India Aviation Partnership Summit	Technical Symposium	American Association of Airport Executives	Alexandria	VA	\$419,932
India	Smart Cities NYC 2017	Other	Experient, Inc.	Twinsburg	OH	\$5,605
India	Refineries Performance Optimization	Reverse Trade Mission	Experient, Inc.	Twinsburg	OH	\$208,216
India	Master Plan — Kolkata and Lucknow International Airports	Technical Assistance	Landrom & Brown Worldwide Services, Inc.	Cincinnati	OH	\$936,815
India	Smart Cities Integrated Planning	Technical Assistance	KPMG, LLP	McLean	VA	\$1,087,364
India	U.S.-India Standards and Conformance Cooperation Program — Phase II	Technical Assistance	American National Standards Institute	Washington	DC	\$557,136
India	Coalbed Methane Development — North Karanpura Coalfield	Feasibility Study	Advanced Resources International, Inc.	Arlington	VA	\$708,057
India	USFCS Specialist	Technical Assistance	U.S. Foreign and Commercial Service	Washington	DC	\$188,984
India	India Program Assistant	Technical Assistance	U.S. Foreign and Commercial Service	Washington	DC	\$62,294
India	Smart City Infrastructure Project Plans — Visakhapatnam	Technical Assistance	AECOM Technical Services, Inc.	Arlington	VA	\$1,487,121
Indonesia	Marine Observation Infrastructure and Forecasting Technologies	Reverse Trade Mission	The Webster Group, Inc.	Washington	DC	\$242,448
Pakistan	5-10 MW Waste-to-Energy Plant	Feasibility Study	Sheladia Associates, Inc.	Rockville	MD	\$2,155
Philippines	Tayabas Geothermal Project	Feasibility Study	Layman Energy Associates, Inc.	San Luis Obispo	CA	\$1,346,803
Regional	Regional Smart Cities	Definitional Mission	Tuata Group, LLC	Herndon	VA	\$156,661
Regional	Aviation Sector	Desk Study	Montgomery Consulting Group, Inc.	Winter Park	FL	\$29,500
Regional	Regional Office — Bangkok, Thailand	Technical Assistance	U.S. Department of State	Washington	DC	\$582,159
Regional	Storage (Regional Business Development Manager)	Other	Joe Moholland Moving	Hampton	VA	\$1,131
Regional	Regional Business Development Manager	Other	Mark Dunn			\$188,540
Vietnam	Master Plan for Air Traffic Flow Management Implementation	Desk Study	KED Group, LLC	West Columbia	SC	\$4,033
Vietnam	Urban Infrastructure: ICT Integration Applications	Technical Symposium	Business Council for International Understanding	New York	NY	\$280,000
Vietnam	Transmission Modernization	Reverse Trade Mission	Tuata Group, LLC	Herndon	VA	\$320,640
Vietnam	Air Traffic Flow Management Implementation Plan	Technical Assistance	The MITRE Corporation	McLean	VA	\$915,348
Vietnam	Tan Thuan Nearshore Wind Project	Feasibility Study	DNV KEMA Renewables, Inc.	Seattle	WA	\$884,290
Vietnam	USFCS Specialist	Technical Assistance	U.S. Foreign and Commercial Service	Washington	DC	\$39,236

Subtotal for South and Southeast Asia: \$11,280,763

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
---------	-------	----------	-----------	------	-------	-----------------

SUB-SAHARAN AFRICA

Botswana	GPI – Africa Growth and Opportunity Forum	Other	Global Marketing and Communications	Arlington	MA	\$5,926
Burkina Faso	Kodeni and Pa Solar Power Plants	Feasibility Study	Tetra Tech ES, Inc.	Arlington	VA	\$1,019,031
Ethiopia	Smart Grid	Technical Assistance	Selection in Progress			\$1,460,238
Ghana	Buipe Solar 20 MW Solar Power Plant	Feasibility Study	Parsons Brinckerhoff, Inc.	New York	NY	\$861,300
Ghana	Kotoka International Airport Air Traffic Control Center – Phase II	Desk Study	Ronald F. Price D/B/A QED	Amelia Island	FL	\$6,050
Kenya	Siaya Solar Project Battery Storage Integration	Technical Assistance	Selection in Progress			\$1,103,334
Kenya	Olkaria Geothermal Power Total Flow Topping Unit	Feasibility Study	Langson Energy, Inc.	Carson City	NV	\$487,500
Kenya	Solar and Energy Storage Technologies	Reverse Trade Mission	The Webster Group, Inc.	Washington	DC	\$286,366
Kenya	Saigrene Energy 17 MW Small Hydropower Projects	Feasibility Study	Knight Piesold and Co.	Denver	CO	\$1,235,560
Kenya	Virunga Hydropower Project	Feasibility Study	Kleinschmidt Associates	Pittsfield	ME	\$897,192
Madagascar	Solar and Battery Storage Minigrid Project	Feasibility Study	Fluidic, Inc.	Scottsdale	AZ	\$804,330
Mozambique	78 MW Gas-Fired Power Plant – Chokwe District	Feasibility Study	Delphos International, Ltd.	Washington	DC	\$880,865
Nigeria	Community Energy Microgrid	Feasibility Study	Renewvia Energy Corporation	Atlanta	GA	\$767,512
Nigeria	Kano Grid Connection	Feasibility Study	Continuum Associates, LLC	Kearny	NJ	\$301,600
Nigeria	Fiber Optic Cable and Broadband ICT Technologies	Reverse Trade Mission	Trade Center Management Associates, LLC	Washington	DC	\$382,523
Nigeria	Eko Petrochemical and Refining Modular Refinery	Feasibility Study	VFuels, LLC	San Francisco	CA	\$797,343
Nigeria	Rural Electrification Agency Minigrid	Feasibility Study	Powerhive, Inc.	Berkeley	CA	\$947,656
Nigeria	USFCS Specialist	Technical Assistance	U.S. Foreign and Commercial Service	Washington	DC	\$235,201
Regional	Renewable Energy Projects	Desk Study	Constant Group, LLC	Paramus	NJ	\$50,250
Regional	Renewable Energy Projects	Desk Study	Green Powered Technology, LLC	Arlington	VA	\$77,950
Regional	Renewable Energy Projects	Desk Study	Tuatara Group, LLC	Herndon	VA	\$93,000
Regional	Regional Office – Accra, Ghana	Other	U.S. Department of State	Washington	DC	\$10,448
Regional	Fast Power	Reverse Trade Mission	Koeppen, Elliott & Associates	Washington	DC	\$274,111
Regional	Mozambique-Zambia 400kV Transmission Interconnector	Technical Assistance	POWER Engineers, Inc.	Hailey	ID	\$1,428,190
Regional	Smart Grid	Reverse Trade Mission	Experient, Inc.	Twinsburg	OH	\$269,892
Regional	Cote d'Ivoire and Cameroon Rail	Reverse Trade Mission	Business Council for International Understanding	New York	NY	\$300,000
Regional	Regional Office – Johannesburg, South Africa	Technical Assistance	U.S. Department of State	Washington	DC	\$228,073
Regional	U.S.-Africa Clean Energy Standards Program	Technical Assistance	American National Standards Institute	Washington	DC	\$511,069
Regional	Research Analysts	Technical Assistance	Ascendant Program Services, LLC	Silver Spring	MD	\$165,994
Regional	Storage (Africa Business Development Manager)	Technical Assistance	Pullen Moving Company, Inc.	Woodbridge	VA	\$1,469
Regional	Africa Business Development Manager	Other	Jacob Flewelling			\$136,420
Regional	Energy Implementation Travel	Technical Assistance	Multiple			\$53,222
Regional	Power Africa Temporary Services	Technical Assistance	Multiple			\$350,789
Regional	Energy Implementation Travel	Technical Assistance	Implementation Travel			\$8,225
Regional	Renewable Energy Projects	Desk Study	Castalia, LLC	Washington	DC	\$26,000
Regional	Renewable Energy Projects	Desk Study	Green Powered Technology, LLC	Arlington	VA	\$16,745
Regional	Renewable Energy Projects	Desk Study	The Innovation Network, LLC	Lexington	MA	\$16,800
Senegal	Solar Minigrid Advanced Metering and Monitoring	Technical Assistance	MRI Global	Kansas City	MO	\$899,456
South Africa	75 MW Solar PV Power Plant – Free State Province	Feasibility Study	Castalia, LLC	Washington	DC	\$1,099,579
South Africa	ICT Investment Analysis	Feasibility Study	Global Resources, Inc.	Irvine	CA	\$1,494,288
South Africa	Smart Cities	Reverse Trade Mission	Business Council for International Understanding	New York	NY	\$270,000
South Africa	Power Energy Storage System	Feasibility Study	Primus Power Corporation	Hayward	CA	\$797,795
South Africa	Waste Gas-to-Ethanol Conversion	Feasibility Study	LanzaTech, Inc.	Skokie	IL	\$1,000,000
South Africa	Western Cape Integrated LNG Importation and Gas-to-Power Project	Feasibility Study	Selection in Progress			\$800,000
Zambia	10-20 MW Geothermal Power Project	Feasibility Study	Geologica Geothermal Group, Inc.	San Francisco	CA	\$741,620
Zambia	Microgrid Initiative – 150 Microgrid Units	Feasibility Study	Selection in Progress			\$746,200
Zambia	130-140 MW Wind Power Project	Feasibility Study	Mott MacDonald, Inc.	Iselin	NJ	\$1,054,058

Subtotal for Sub-Saharan Africa: \$25,401,170

WORLDWIDE

Worldwide	GPI: Brazil – Procurement Assistance Program	Technical Symposium	Business Council for International Understanding	New York	NY	\$702,446
Worldwide	GPI: Dominican Republic – Procurement Assistance Program	Technical Symposium	Trade Center Management Associates, LLC	Washington	DC	\$589,656
Worldwide	GPI: India – Procurement Assistance Program	Reverse Trade Mission	Meridian International Center	Washington	DC	\$215,547
Worldwide	Transportation Engineering Services	Technical Assistance	Green Powered Technology, LLC	Arlington	VA	\$550,329
Worldwide	Life-Cycle Cost Analysis Curriculum Development and Training	Technical Assistance	Supply Chain Vision, Inc.	Stoneham	MA	\$1,000,000
Worldwide	Coal-Fired Power Emissions Monitoring and Control	Reverse Trade Mission	Eastern Research Group, Inc.	Lexington	MA	\$539,900
Worldwide	Research and Analysis	Technical Assistance	Ascendant Program Services, LLC	Chevy Chase	MD	\$1,454,695
Worldwide	Travel Insurance	Other	USI Insurance Services, LLC	Columbus	OH	\$25,000
Worldwide	GPI: Energy Procurement Specialist	Technical Assistance	Green Powered Technology, LLC	Arlington	VA	\$470,000
Worldwide	Energy Engineering Services	Technical Assistance	Green Powered Technology, LLC	Arlington	VA	\$233,000
Worldwide	GPI: Transportation Procurement Specialist	Technical Assistance	Kimley-Horn and Associates, Inc.	Raleigh	NC	\$237,500

Subtotal for Worldwide: \$6,018,073

GRAND TOTAL: \$70,329,588



KMPG LLP
Suite 12000
1801 K Street, NW
Washington, DC 20006

Independent Auditors' Report

The Director
U.S. Trade and Development Agency:

Report on the Financial Statements

We have audited the accompanying financial statements of the U. S. Trade and Development Agency ("USTDA") which comprise the balance sheets as of September 30, 2017 and 2016, and the related statements of net cost, changes in net position, and budgetary resources for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America, in accordance with the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, and in accordance with Office of Management and Budget (OMB) Bulletin No. 17-03, *Audit Requirements for Federal Financial Statements*. Those standards and OMB Bulletin No. 17-03 require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of USTDA's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion on the Financial Statements

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of USTDA as of September 30, 2017 and 2016, and its net costs, changes in net position, and budgetary resources for the years then ended in accordance with U.S. generally accepted accounting principles.

Other Matters

Required Supplementary Information

U.S. generally accepted accounting principles require that the information in the Management's Discussion and Analysis section be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Federal Accounting Standards Advisory Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information, excluding information in referenced websites, in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audits were conducted for the purpose of forming an opinion on the basic financial statements as a whole. The Director's Message, Performance section, Other Information section, and information in referenced websites, included in the USTDA Performance and Accountability Report, are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements as of and for the year ended September 30, 2017, we considered USTDA's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of USTDA's internal control. Accordingly, we do not express an opinion on the effectiveness of USTDA's internal control. We did not test all internal controls relevant to operating objectives as broadly defined by the *Federal Managers' Financial Integrity Act of 1982*.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether USTDA's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported herein under *Government Auditing Standards* or OMB Bulletin No. 17-03.

Purpose of the Other Reporting Required by Government Auditing Standards

The purpose of the communication described in the Other Reporting Required by *Government Auditing Standards* section is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of USTDA's internal control or compliance. Accordingly, this communication is not suitable for any other purpose.

The logo for KPMG LLP, featuring the letters 'KPMG' in a large, bold, sans-serif font, with 'LLP' in a smaller, bold, sans-serif font to the right.

Washington DC
November 8, 2017

BALANCE SHEETS

As of September 30, 2017 and 2016

ASSETS

Intragovernmental:

Fund balance with Treasury (Note 2)

Accounts receivable (Note 3)

Total intragovernmental

Accounts receivable (Note 3)

General property and equipment, net (Note 4)

Total assets

2017**2016**

\$ 145,273,475

1,019,077

146,292,552

—

673,846

\$ 146,966,398

\$ 126,158,113

617,695

126,775,808

24,713

726,576

\$ 127,527,097

LIABILITIES AND NET POSITION

Liabilities

Intragovernmental:

Accounts payable (Note 5)

Other liabilities (Note 5)

Total intragovernmental

Accounts payable (Note 5)

Other liabilities (Note 5)

Total liabilities

Net position:

Unexpended appropriations

Cumulative results of operations

Total net position

Total liabilities and net position

\$ 287,240

1,800

289,040

11,562,742

824,115

12,675,897

134,146,994

143,507

134,290,501

\$ 146,966,398

\$ 274,466

—

274,466

9,605,799

835,329

10,715,594

116,595,652

215,851

116,811,503

\$ 127,527,097

The accompanying notes are an integral part of these statements.

STATEMENTS OF NET COST

For the Years Ended September 30, 2017 and 2016

	2017	2016
Cost of Operations:		
Grants program costs	\$ 62,506,065	\$ 54,394,802
Less earned revenue	(2,391,839)	(2,012,394)
Net cost of operations (Notes 6 and 11)	<u>\$ 60,114,226</u>	<u>\$ 52,382,408</u>

STATEMENTS OF CHANGES IN NET POSITION

For the Years Ended September 30, 2017 and 2016

	2017	2016
Cumulative results of operations:		
Beginning balances	\$ 215,851	\$ (128,159)
Budgetary financing sources:		
Appropriations used	59,776,077	52,384,223
Other financing sources:		
Imputed financing	265,805	342,195
Total financing sources	60,041,882	52,726,418
Net cost of operations	(60,114,226)	(52,382,408)
Net change	(72,344)	344,010
Total cumulative results of operations	<u>\$ 143,507</u>	<u>\$ 215,851</u>
Unexpended appropriations:		
Beginning balances	\$ 116,595,652	\$ 97,939,604
Budgetary financing sources:		
Appropriations received	75,000,000	60,000,000
Appropriations transferred in	6,000,000	12,000,000
Other adjustments (rescissions and cancellation of expired funds)	(3,672,581)	(959,729)
Appropriations used	(59,776,077)	(52,384,223)
Total budgetary financing sources	17,551,342	18,656,048
Total unexpended appropriations	134,146,994	116,595,652
Net position	<u>\$ 134,290,501</u>	<u>\$ 116,811,503</u>

The accompanying notes are an integral part of these statements.

STATEMENTS OF BUDGETARY RESOURCES

For Years Ended September 30, 2017 and 2016

	2017	2016
Budgetary resources:		
Unobligated balance brought forward, October 1	\$ 14,041,513	\$ 9,392,501
Recoveries of prior year unpaid obligations	9,827,190	6,593,974
Other changes in unobligated balance		
Appropriations transferred in	6,000,000	12,000,000
Rescissions and cancellations of expired funds	(3,672,581)	(959,729)
Unobligated balance from prior year budget authority, net	26,196,122	27,026,746
Appropriations (discretionary and mandatory)	75,000,000	60,000,000
Spending authority from offsetting collections (discretionary and mandatory)	4,229,404	1,638,806
Total budgetary resources	<u>\$ 105,425,526</u>	<u>\$ 88,665,552</u>
Status of budgetary resources:		
Obligations incurred (Note 7)	\$ 91,094,799	\$ 74,624,039
Unobligated balance, end of year:		
Apportioned (Notes 2 and 8)	8,995,900	10,643,893
Unapportioned (Note 2)	5,334,827	3,397,620
Total unobligated balance, end of year	14,330,727	14,041,513
Total budgetary resources	<u>\$ 105,425,526</u>	<u>\$ 88,665,552</u>
Change in obligated balance:		
Unpaid obligations, brought forward, October 1 (gross)	\$ 115,496,789	\$ 99,992,231
Obligations incurred	91,094,799	74,624,039
Outlays (gross)	(60,202,514)	(52,525,507)
Recoveries of prior year unpaid obligations	(9,827,190)	(6,593,974)
Obligated balance, end of year		
Unpaid obligations, end of year (gross)	136,561,884	115,496,789
Uncollected payments:		
Uncollected customer payments from Federal sources, brought forward October 1	(3,380,189)	(3,363,017)
Change in uncollected customer payments from Federal sources, end of year	(2,238,947)	(17,172)
Uncollected customer payments from Federal sources, end of year	(5,619,136)	(3,380,189)
Obligated balance, end of year (net) (Note 2 and 9)	<u>\$ 130,942,748</u>	<u>\$ 112,116,600</u>
Budget Authority and Outlays, Net		
Budget authority, gross (discretionary and mandatory)	\$ 79,229,404	\$ 61,638,806
Actual offsetting collections (discretionary and mandatory)	(1,990,457)	(1,621,634)
Change in uncollected customer payments from Federal sources	(2,238,947)	(17,172)
Budget authority, net (discretionary and mandatory)	<u>\$ 75,000,000</u>	<u>\$ 60,000,000</u>
Outlays, gross (discretionary and mandatory)	60,202,514	52,525,507
Actual offsetting collections (discretionary and mandatory)	(1,990,457)	(1,621,634)
Outlays, net (discretionary and mandatory)	58,212,057	50,903,873
Agency outlays, net (discretionary and mandatory)	<u>\$ 58,212,057</u>	<u>\$ 50,903,873</u>

The accompanying notes are an integral part of these statements.

NOTES TO FINANCIAL STATEMENTS

September 30, 2017 and 2016

(1) Summary of Significant Accounting Policies**(a) Description of Reporting Entity**

USTDA is an independent U.S. government agency administered under the authority of Section 661 of the Foreign Assistance Act of 1961, as amended (22 U.S.C. § 2421). The Agency is not subject to Federal, state or local income tax; therefore no provision for income taxes has been recorded in the accompanying financial statements.

USTDA helps companies create U.S. jobs through the export of U.S. goods and services for priority development projects in emerging economies. USTDA links U.S. businesses to export opportunities by funding project preparation and partnership building activities that develop sustainable infrastructure and foster economic growth in partner countries.

The organization was established on July 1, 1981 as the Trade and Development Program (TDP) by delegation of authority as a component of the International Development Cooperation Agency (IDCA). In 1988, under the Omnibus Trade and Competitiveness Act, the organization was designated a separate component agency of IDCA. On October 28, 1992, Congress enacted the Jobs through Exports Act of 1992, which renamed TDP as the Trade and Development Agency and established USTDA as an independent executive branch agency under the foreign policy guidance of the Secretary of State.

(b) Basis of Presentation

These financial statements have been prepared to report the financial position, net costs, changes in net position, and budgetary resources of USTDA. These financial statements include all activity related to USTDA's appropriation and interagency agreements, whereby USTDA receives transfers from other Federal agencies for use in specific regions or sectors.

(c) Budgets and Budgetary Accounting

Congress annually adopts a budget appropriation that provides USTDA with authority to use funds from the U.S. Treasury to meet operating and program expense requirements. All revenue received from other sources, except for appropriations transferred from other Federal agencies, must be returned to the U.S. Treasury.

(d) Basis of Accounting

USTDA's Balance Sheets, Statements of Net Cost, and Statements of Changes in Net Position are prepared using the accrual basis of accounting. This basis requires recognition of the financial effects of transactions, events, and circumstances in the periods when those transactions, events, and circumstances occur, regardless of when cash is received or paid. USTDA also uses budgetary accounting to facilitate compliance with legal constraints and to track its budget authority at the various stages of execution, including commitments, obligation, and eventual outlay. The Statements of Budgetary Resources are prepared using budgetary accounting methods.

The standards used in the preparation of the accompanying financial statements are issued by the Federal Accounting Standards Advisory Board, which represent accounting principles generally accepted in the United States of America for U.S. government entities.

(e) Appropriations and Other Financing Sources

Appropriations are recognized as a financing source at the time they are authorized and apportioned. Appropriations used to fund grant activities and administrative expenses are recognized as expenses and revenue as the resultant related expenses are incurred.

During FY 2016 and FY 2017, USTDA received appropriations to be used for program and administrative expenses, which are available for obligation through September 30, 2017 and 2018, respectively. These funds were appropriated in accordance with Title VI of the Department of State Foreign Operations, and Related Programs Appropriations Act, 2016 and Title VI of the Consolidated Appropriations Act, 2017. USTDA's appropriation acts allow de-obligated funds that were initially obligated prior to their expiration to remain available for re-obligation for an additional 4 years from the date on which the availability of such funds would otherwise have expired. In FY 2016, USTDA re-apportioned approximately \$0.6 million of FY 2011 de-obligations, \$1.4 million of FY 2012 de-obligations, and \$1.1 million of FY 2013 de-obligations. In FY 2017, USTDA re-apportioned approximately \$0.9 million of FY 2012 de-obligations, \$0.4 million of FY 2013 de-obligations, and \$2.4 million of FY 2014 de-obligations.

Under Section 632(b) of the Foreign Assistance Act of 1961, as amended, (22 U.S.C. § 2392(b)) (the "FAA"), the Department of State ("DOS") entered into a series of interagency agreements with USTDA, in support of "Aligning Public Finance to Leverage Private Capital Investment: U.S.-Africa Clean Energy Finance Initiative (US-ACEF)," to increase access to clean energy for African countries by stimulating increased investments in clean energy generating capacity and related infrastructure. The interagency agreement signed in 2015 provided for \$2.5 million from DOS to USTDA in FY 2016. As of September 30, 2016, \$1.4 million had been obligated and \$0.02 million disbursed by USTDA and invoiced to DOS. In FY 2017, the remaining \$1.1 million was obligated and \$0.7 million was disbursed. The interagency agreement signed in FY 2017, provides for \$7.5 million from DOS to USTDA. As of September 30, 2017, \$2.6 million has been obligated and \$0.2 million disbursed by USTDA and invoiced to DOS.

NOTES TO FINANCIAL STATEMENTS

September 30, 2017 and 2016

Under Section 632(a) of the FAA and the Consolidated and Further Continuing Appropriations Act, 2015, the U.S. Agency for International Development (USAID) has entered into an agreement with USTDA, "Memorandum of Agreement Between the United States Agency for International Development and the United States Trade and Development Agency to Transfer Funds for the Clean Energy Finance Facility for the Caribbean and Central America", to support project preparation costs involved in the development and finance of projects in support of the Clean Energy Finance Facility for the Caribbean and Central America ("CEFF-CCA") program in the Caribbean and Central America. In FY 2016, USTDA received \$4.0 million from USAID under this authority. These funds were obligated as of September 30, 2016. USTDA did not received any additional funding for CEFF-CCA in FY 2017.

Under Section 632(a) of the FAA and the Consolidated Appropriations Act, 2010 (P.L. 111-117, Division F), as carried forward by the Department of Defense and Full-Year Continuing Appropriations Act, 2011 (P.L. 112-10, Division B), USAID and USTDA entered into an agreement in FY 2016 under which USAID transferred \$8.0 million to USTDA for project preparation assistance to advance cleaner energy projects in Africa. USTDA fully obligated these funds as of September 30, 2016. Under Section 632(a) of the FAA and the Consolidated Appropriations Act, 2016 (P.L. 114-113, Division K), USAID and USTDA entered into an agreement in FY 2017, under which USAID transferred \$6.0 million to USTDA for project preparation assistance to advance cleaner energy projects in Africa. As of September 30, 2017, these funds were fully obligated.

Under Section 632(b) of the FAA, USAID and USTDA entered into a "Participating Agency Program Agreement" that provides \$2.8 million to USTDA to establish a four-year program for personnel to support the Power Africa Roadmap. As of September 30, 2016, \$0.2 million had been obligated and \$0.04 million disbursed by USTDA and invoiced to USAID. As of September 30, 2017, an additional \$0.6 million had been obligated and \$0.6 million disbursed by USTDA and invoiced to USAID under this agreement.

(f) Fund Balance with Treasury

USTDA does not maintain cash in commercial bank accounts. The U.S. Treasury processes cash receipts and disbursements. The balance of funds with Treasury primarily represents appropriated funds that are available to pay current liabilities and finance authorized purchase commitments relative to goods or services.

(g) Accounts Receivable

USTDA regards amounts due from other Federal agencies as 100 percent collectible.

Federal accounts receivable consist of amounts due from DOS for its reimbursable program. Consistent with accounting standards, USTDA records an accounts receivable from DOS in the same amount as the accounts payable to contractors for services provided under the interagency agreement.

(h) Property and Equipment

Property and equipment is stated at cost, less accumulated depreciation. USTDA capitalizes property and equipment with an acquisition cost greater than \$5,000 and useful life exceeding one year. Depreciation is calculated using the straight-line method and is based on an estimated useful life of 10 years for all assets, except computer equipment and software, which is depreciated over 5 years. Leasehold improvements are amortized over the estimated period of occupancy or the life of the improvement, whichever is less. Expenditures for repairs and maintenance are charged to operating expenses as incurred.

(i) Liabilities

Liabilities represent amounts owed by USTDA as the result of transactions or events that have occurred as of fiscal year end. Liabilities covered by budgetary or other resources are those liabilities for which Congress has appropriated funds or funding is otherwise available to pay amounts owed. Liabilities not covered by budgetary or other resources represent amounts owed in excess of available, congressionally appropriated funds or other amounts. The liquidation of liabilities not covered by budgetary or other resources is dependent on future congressional appropriations or other funding. There is no certainty that Congress will appropriate funds to satisfy such liabilities.

USTDA has no capital leases. Regarding its building lease, the General Services Administration (GSA) entered into a lease agreement for USTDA's rental of building space. USTDA pays GSA a standard-level users' charge for the annual rental. The standard-level users' charge approximates the commercial rental rates for similar properties. For FY 2016 and FY 2017, USTDA paid approximately \$1.7 million in rent expense, each year.

(j) Undelivered Orders

Undelivered orders represent the amount of orders for goods and services outstanding for which funds have been obligated, but the liabilities have not been incurred.

NOTES TO FINANCIAL STATEMENTS

September 30, 2017 and 2016

(k) Accrued Leave

Annual leave is accrued as a liability as it is earned. The liability is reduced as leave is taken. Each year, the balance in the accrued annual leave account is adjusted to reflect current year pay rates. To the extent that the current or prior year appropriations are not available to fund annual leave earned, but not taken, funding will be obtained from future appropriations. USTDA's accounting for annual leave earned, but not taken is compliant with established regulations. Sick leave and other types of non-vested leave are charged to expense as the leave is used.

(l) Cumulative Results of Operations

Cumulative results of operations represent the difference between net property and equipment and unfunded annual leave, plus the net difference between expenses and financing sources since the inception of an activity.

(m) Retirement Plan

USTDA's employees participate in either the Civil Service Retirement System (CSRS) or the Federal Employees Retirement System (FERS). Employees participating in CSRS contribute 7.0 percent of their gross pay to the plan, and USTDA contributes 8.51 percent. The Office of Personnel Management (OPM) has calculated that the cost of providing a CSRS benefit is 32.8 percent of an employee's basic pay. This exceeds the amounts contributed to the plan by USTDA and its employees. In accordance with Statement of Federal Financial Accounting Standard (SFFAS) No. 5, *Accounting for Liabilities of the Federal Government*, USTDA reports the full cost of providing pension benefits to employees in the CSRS.

On January 1, 1987, FERS went into effect pursuant to Public Law 99 335. Most employees hired after December 31, 1983 are automatically covered by FERS and the Social Security Act. Employees hired prior to January 1, 1984 could elect either to join FERS and the Social Security Act or remain in CSRS. A primary feature of FERS is that it offers a savings plan in which USTDA automatically contributes 1 percent of employees' pay and matches any employee contribution up to an additional 4 percent of basic pay. For most employees hired since December 31, 1983, USTDA also contributes the employer's matching share under the Social Security Act. Public Law 112-96, Section 5001, the Middle-Class Tax Relief and Job Creation Act of 2012, divided FERS participants into two categories, FERS employees and FERS-Revised Annuity Employees (FERS-RAE). Employees hired on or after January 1, 2013, with some exceptions, are required to contribute 2.3% more to FERS than FERS employees hired prior to January 1, 2013. Section 401 of the Bipartisan Budget Act of 2013, made another change to FERS: beginning January 1, 2014, new employees (as designated in the statute) pay higher employee contributions, an increase of 1.3 percent of salary above the percentage set for FERS-Revised Annuity Employees. Section 8401 of Title 5, United States Codes, was amended to add a new definition of a FERS-FRAE employee.

The following chart highlights contribution rates for FERS employees:

FERS Retirement System	Agency Contribution Rate	Employee Contribution Rate
FERS — Regular	13.7%	0.8%
FERS — RAE	11.9%	3.1%
FERS — FRAE	11.9%	4.4%

The total amount of imputed financing for retirement and other post-retirement benefits paid by OPM for FY17 amounted to \$265,805 which includes \$12,745 for pension costs for CSRS and FERS; \$252,750 for the Federal Employees Health Benefits (FEHB) program; and \$310 for Federal Employees Group Life Insurance (FGLI). In FY 2016, OPM funded \$342,195 for pension, health, and life insurance benefits on behalf of USTDA's employees. These amounts are included in USTDA's FY 2017 and FY 2016 financial statements, respectively.

The actuarial present value of accumulated benefits, assets available for benefits, and unfunded pension liability of CSRS and FERS is not allocated to individual departments and agencies and is therefore not disclosed by USTDA. The reporting of these amounts is the responsibility of OPM.

USTDA paid approximately \$759,011 and \$731,046 for retirement system coverage for its employees during FY 2017 and FY 2016, respectively.

(n) Use of Estimates

Management has made certain estimates and assumptions when reporting in these financial statements on assets and liabilities. Management's estimates and assumptions are also used in expenses and note disclosures. Actual results could differ from these estimates. Significant estimates underlying the accompanying financial statements include depreciable lives of property and equipment with no residual value, and the grants payable accrual. USTDA used a ratio of the average of accounts payable to unpaid obligations over a three-year period and applied the resulting percentage to calculate the current year's estimate of accounts payable.

NOTES TO FINANCIAL STATEMENTS

September 30, 2017 and 2016

(2) Fund Balance with Treasury

Fund Balance with Treasury represents USTDA's undisbursed budgetary authority and funds to be returned to Treasury at September 30, 2017 and 2016, as follows:

	2017	2016
Fund balances:		
Appropriated funds	\$ 145,273,475	\$ 126,158,113
Total	<u>\$ 145,273,475</u>	<u>\$ 126,158,113</u>
Status of Fund Balance with Treasury:		
Unobligated balance:		
Available	\$ 8,995,900	\$ 10,643,893
Unavailable	5,334,827	3,397,620
Obligated balance not yet disbursed	130,942,748	112,116,600
Total	<u>\$ 145,273,475</u>	<u>\$ 126,158,113</u>

Unobligated fund balances are either available or not available. Amounts are reported as not available when they are no longer legally available to USTDA for obligation. However, balances that are currently reported as not available can change over time, because they may be used to increase the amount of the initial obligation to cover additional expenditures that relate to these obligations.

(3) Accounts Receivables

Accounts receivable at September 30, 2017 and 2016 consist of the following components:

	2017	2016
Accounts receivable — Intragovernmental:		
U.S. Department of State	\$ 1,019,077	\$ 617,695
Accounts receivable — Public:	—	24,713
Total	<u>\$ 1,019,077</u>	<u>\$ 642,408</u>

The accounts receivable from the Department of State related to services provided by the Agency under the US-ACEF agreements. USTDA established an accounts receivable from the public in FY 2016 in the amount of \$24,713, representing funds owed to USTDA from one contractor which were assessed as collectable and was collected in FY 2017. There were no new amounts owed from the public in FY 2017.

NOTES TO FINANCIAL STATEMENTS

September 30, 2017 and 2016

(4) General Property and Equipment, Net

General property and equipment and related accumulated depreciation balances at September 30, 2017 and 2016 are as follows:

September 30, 2017				
Class of Asset	Service Life	Acquisition value	Accumulated depreciation/ amortization	Net book value
Computer Equipment	5 years	\$ 708,409	\$ 398,851	\$ 309,558
Furniture and Fixtures	10 years	348,356	223,358	124,998
Computer Software	5 years	107,856	36,459	71,397
Other Equipment	10 years	372,568	204,675	167,893
Leasehold Improvements	5 years	113,182	113,182	—
		<u>\$1,650,371</u>	<u>\$ 976,525</u>	<u>\$ 673,846</u>
September 30, 2016				
Class of Asset	Service Life	Acquisition value	Accumulated depreciation/ amortization	Net book value
Computer Equipment	5 years	\$ 864,220	\$ 501,028	\$ 363,192
Furniture and Fixtures	10 years	344,980	203,821	141,159
Computer Software	5 years	58,125	21,371	36,754
Other Equipment	10 years	376,511	191,040	185,471
Leasehold Improvements	5 years	113,182	113,182	—
		<u>\$ 1,757,018</u>	<u>\$1,030,442</u>	<u>\$ 726,576</u>

Depreciation expense for fiscal years ended September 30, 2017 and 2016 is \$180,774 and \$145,213, respectively.

During FY 2017 and 2016, USTDA purchased property and equipment in the amount of \$150,608 and \$449,977, respectively. In addition, during FY 2017, USTDA retired \$254,900 in property and equipment with related accumulated depreciation amounting to \$234,690, representing a loss on disposals of \$20,210. During FY 2016, USTDA retired \$12,497 in property and equipment with related accumulated depreciation amounting to \$10,270, representing a loss on disposals of \$2,227.

NOTES TO FINANCIAL STATEMENTS

September 30, 2017 and 2016

(5) Liabilities

Total liabilities represent the sum of liabilities not covered by budgetary resources and those covered by budgetary resources. As of September 30, 2017, and 2016, total liabilities were as follows:

	2017	2016
Intragovernmental Liabilities:		
Liabilities not covered by budgetary resources:		
Unemployment Compensation	1,800	—
Liabilities covered by budgetary resources:		
Accounts payable	287,240	274,466
Total intragovernmental liabilities	<u>\$ 289,040</u>	<u>\$ 274,466</u>
Other Liabilities:		
Liabilities not covered by budgetary resources:		
Accrued annual leave	\$ 491,629	\$ 497,575
FECA actuarial liability	36,909	37,863
Liabilities covered by budgetary resources:		
Accounts payable	11,562,742	9,605,799
Accrued payroll	295,577	299,891
Total other liabilities	<u>\$ 12,386,857</u>	<u>\$ 10,441,128</u>
Total liabilities	<u>\$ 12,675,897</u>	<u>\$ 10,715,594</u>

All liabilities other than the FECA actuarial liability and the unfunded accrued leave are considered to be current liabilities. Approximately \$9.3 million of the accounts payable balance as of September 30, 2017 relates to grants payments owed but unpaid. This balance was approximately \$6.9 million as of September 30, 2016.

(6) Intragovernmental Costs and Exchange Revenue

Program costs for the fiscal years ended September 30, 2017 and 2016 consist of the following:

	2017	2016
Grants Program:		
Intragovernmental costs	\$ 3,164,280	\$ 2,884,212
Public costs	59,341,785	51,510,590
Total grant program costs	62,506,065	54,394,802
Intragovernmental earned revenue	(2,391,839)	(2,012,394)
Net grant program costs	<u>\$ 60,114,226</u>	<u>\$ 52,382,408</u>

NOTES TO FINANCIAL STATEMENTS

September 30, 2017 and 2016

(7) Apportionment Categories of Obligations Incurred

During the years ended September 30, 2017 and 2016, funds were obligated in the following categories:

	2017	2016
Category A — funds that are obligated for operating expenses	\$ 20,586,435	\$ 15,793,187
Category B — funds that are obligated for program activities	70,508,364	58,830,852
Total obligations incurred	<u>\$ 91,094,799</u>	<u>\$ 74,624,039</u>

(8) Unobligated Balances Available — Apportioned

Total available unobligated balance of budget authority at September 30, 2017 and 2016 consists of the following:

	2017	2016
Unrestricted no-year funds	\$ 475,959	\$ 325,959
Funds transferred from USAID for feasibility studies and related activities in the New Independent States (NIS), and Support for East European Democracy (SEED)	46,667	46,667
Total no-year funds (Note 10)	\$ 522,626	\$ 372,626
Funds transferred from USAID and reapportioned for feasibility studies and related activities in Pakistan (ESF) and regional Eurasia (AEECA)	—	1,058,182
USTDA core budget two-year appropriations	8,473,274	9,213,085
Total unobligated and available appropriations	<u>\$ 8,995,900</u>	<u>\$ 10,643,893</u>

(9) Undelivered Orders

At September 30, 2017 and 2016, undelivered orders balances consisted of the following:

	2017	2016
Obligated balance at the end of the period (net)	\$ 130,942,748	\$ 112,116,600
Liabilities covered by budgetary resources	(12,145,559)	(10,180,156)
Undelivered orders	<u>\$ 118,797,189</u>	<u>\$ 101,936,444</u>

NOTES TO FINANCIAL STATEMENTS

September 30, 2017 and 2016

(10) Permanent Indefinite Appropriations

No-year funds at September 30, 2017 and 2016 exist for the following purposes:

	2017	2016
General program activities	\$ 475,959	\$ 325,959
Support for feasibility studies and activities (NIS and SEED)	46,667	46,667
Total permanent indefinite appropriations	<u>\$ 522,626</u>	<u>\$ 372,626</u>

(11) Reconciliation of Net Cost to Budget

The following schedule reconciles resources available to USTDA to finance operations and the net cost of operating for fiscal years ended September 30, 2017 and 2016:

	2017	2016
Resources used to finance activities:		
Budgetary resources obligated	\$ 91,094,799	\$ 74,624,039
Recoveries of prior years obligations	(9,827,190)	(6,593,974)
Transfer of spending authority from offsetting collections and obligations	(4,229,404)	(1,638,806)
Imputed financing for costs absorbed by others	265,805	342,195
Total resources used to finance activities	<u>\$ 77,304,010</u>	<u>\$ 66,733,454</u>
Resources used to finance items not part of the net cost of operations:		
Change in budgetary resources obligated for goods and services ordered, but not received	\$ (19,099,692)	\$ (13,633,449)
Resources that finance the acquisition of assets	(148,254)	(449,977)
Change in uncollected customer payments from Federal sources	2,238,947	17,172
Loss on disposition of assets	20,210	2,227
Total resources used to finance items not part of the net cost of operations	<u>\$ (16,988,789)</u>	<u>\$ (14,064,027)</u>
Costs that do not require resources:		
Depreciation and amortization	\$ 180,774	\$ 145,213
(Increase)/decrease in accounts receivable	(376,669)	(390,760)
Costs that require resources in a future period:		
(Decrease)/increase in accrued leave liability	(5,946)	(16,665)
(Decrease)/increase in accrued worker's compensation liability	—	(7,159)
(Decrease)/increase in unemployment compensation liability	1,800	(19,557)
Change in FECA actuarial liability	(954)	1,909
Total costs that do not require resources	<u>\$ (200,995)</u>	<u>\$ (287,019)</u>
Net cost of operations	<u>\$ 60,114,226</u>	<u>\$ 52,382,408</u>

OTHER INFORMATION

As of and for the year ended September 30, 2017

INTRAGOVERNMENTAL ASSETS

Trading Partner	Partner #	As of September 30, 2017	
		Accounts Receivable	Fund Balance with Treasury
Department of the Treasury	20	\$ —	\$ 145,273,475
Department of State	19	1,019,077	—
Total		<u>\$ 1,019,077</u>	<u>\$ 145,273,475</u>

INTRAGOVERNMENTAL LIABILITIES

Trading Partner	Partner #	As of September 30, 2017	
		Accounts Payable	
Government Publishing Office	04	\$	300
Department of State	19		163,908
National Archives and Records Administration	88		99
Office of Personnel Management	24		1,730
U.S. Foreign Commercial Services	13		101,595
Foreign Service Institute	21		300
Department of Homeland Security	70		19,308
Total			<u>\$ 287,240</u>

INTRAGOVERNMENTAL EXPENSES

Trading Partner	Partner #	For the Year Ended September 30, 2017	
		Amount	
Department of Agriculture	12	\$	3,209
Foreign Service Institute	21		2,100
Department of Homeland Security	70		38,177
Department of Interior (IBC)	14		716,647
Department of State	19		365,388
General Services Administration	47		1,668,212
Government Publishing Office	04		17,118
National Archives and Records Administration	88		1,194
Office of Personnel Management	24		3,459
U.S. Foreign Commercial Services	13		346,005
U.S. Department of Labor	16		3,402
U.S. Postal Service	18		(631)
Total			<u>\$ 3,164,280</u>

OTHER INFORMATION

As of and for the year ended September 30, 2017

Summary of the Financial Statement Audit and Management's Assurances**TABLE 1: SUMMARY OF FINANCIAL STATEMENT AUDIT:**

Audit Opinion	Unmodified				
Restatement	No				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0

TABLE 2: SUMMARY OF MANAGEMENT ASSURANCES:**Effectiveness of Internal Control over Financial Reporting (FMFIA § 2)**

Statement of Assurance	Unqualified					
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
	0	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0	0

Effectiveness of Internal Control over Operations (FMFIA § 2)

Statement of Assurance	Unqualified					
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
	0	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0	0

Conformance with Financial Management Systems Requirements (FMFIA § 4)

Statement of Assurance	Systems conform to financial management system requirements					
Non-Conformances	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
	0	0	0	0	0	0
Total Non-Conformances	0	0	0	0	0	0

USTDA 2017 ANNUAL REPORT PHOTOGRAPHY

Photographs for the 2017 Annual Report were contributed by the following:

- Page 2: USTDA Photo
- Page 4: Rio de Janeiro, Brazil (Shutterstock)
- Page 6: General Electric Gas Turbine Factory (© Bloomberg)
- Page 7: General Electric Energy Plant (© Bloomberg)
- Page 8: (Top) Gas Fired Power Station (© Cultura Creative (RF)/Alamy Stock Photo)
- Page 8: (Bottom) Gas Turbine Factory (© Bloomberg)
- Page 9: USTDA Photos
- Page 10: USTDA Photo
- Page 11: USTDA Photos
- Page 12: (Top) Photo courtesy of GE Transportation; (Bottom) USTDA Photo
- Page 13: Photos courtesy of Acrow Bridge
- Page 14: (Top) Shutterstock with elements furnished by NASA; (Bottom) Shutterstock
- Page 15: (Top) USTDA Photo with permission from Facebook; (Bottom) Shutterstock
- Page 16: Photos courtesy of Renewvia



U.S. TRADE AND DEVELOPMENT AGENCY

1000 WILSON BOULEVARD, SUITE 1600 • ARLINGTON, VIRGINIA 22209-3901
PHONE: (703) 875-4357 • WEBSITE: WWW.USTDA.GOV • E-MAIL: INFO@USTDA.GOV